MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2019/2020

DBS5614 –MANAGEMENT

(All sections / Groups)

15 OCTOBER 2019
2.30 PM – 4.30 PM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 9 pages with 2 sections.
2. Answer **ALL** questions.
3. For section A, shade your answers in the OMR sheet provided.
4. For section B, write your answers in the answer booklet provided.

SECTION A: Multiple Choice Questions (40 Marks).

1. Eunice has an idea for improving the efficiency of her work area. When she approached her supervisor, she was asked to implement the idea through the approval, implementation, and evaluation processes. Eunice has become a _____.
   A. manager
   B. change agent
   C. group leader
   D. supervisor

2. During Syafiq's first year of employment, a majority of his coworkers are males. Now he sees women and men of all ages and ethnicities. Communication has become challenging. Syafiq has noticed a change in the _____.
   A. employee attitudes
   B. workforce composition
   C. lifestyle choices
   D. customer preference

3. The two metaphors commonly used to describe the two views of the change process are _____.
   A. shallow water and falling water
   B. calm waters and white-water rapids
   C. drowning water and falling water
   D. smooth water and troubled water

4. According to Kurt Lewin, which of the following is the objective of refreezing?
   A. Promoting the needs for future change.
   B. Hindering the existing change.
   C. Directing behaviour away from the change.
   D. Stabilizing the new situation.

5. A company that decides to decentralise its sales procedures is managing _____ changes.
   A. strategy
   B. surface bargaining
   C. people
   D. structural

6. When hypermarkets and supermarkets use scanners that provide instant inventory information, they are adopting _____ changes.
   A. technological
   B. functional
   C. structural
   D. people

Continued...

7. Chatto Cafe is installing new equipment in its cafe. Many employees are fearful they will not be able to operate it. Which one of the following courses of action is **BEST** to overcome employees resistance to change?
   A. Terminate employees who resist the change.
   B. Threaten the employees who resist the change.
   C. Present distorted facts to the employees.
   D. Educate employees and communicate with them.

8. _____ involves helping employees deal with the fear and anxiety associated with the change effort.
   A. Delegation
   B. Facilitation and support
   C. Participation
   D. Manipulation and co-optation

9. _____ are factors related to an employee's job and include the design of a person's job, working conditions, and the physical work layout.
   A. Task demands
   B. Interpersonal demands
   C. Role demands
   D. Psychological demands

10. "When a person has chronic feelings of a sense of time urgency, an excessive competitive drive, and difficulty accepting and enjoying leisure time." What type of personality **BEST** describes above situation?
   A. Type D
   B. Type B
   C. Type A
   D. Type Y

11. _____ refers to the ability to combine ideas in a unique way or to make unusual associations between ideas.
   A. Variability
   B. Analyzability
   C. Creativity
   D. Innovation

12. Maheswary watches her junior executive like a mother to make sure they stay on task and switch off their cell phones. Maheswary is behaving like a _____ manager.
   A. Theory X
   B. Theory B
   C. Theory Z
   D. Theory Y

Continued...

13. Based on the three-needs theory, the need for _____ is the need to make others behave in a way that they would not have behaved otherwise.
    A. security
    B. leadership
    C. power
    D. control

14. According to Herzberg's two-factor theory, which one of the following is related to job satisfaction and motivation ?
    A. Security.
    B. Salary.
    C. Responsibility.
    D. Working conditions.

15. Bakhtiar is a friendly person. He is often excited to meet new people and is approachable to coworkers. He also enjoys organizing and attending social gathering such as family day. Bakhtiar has a _____.
    A. high need for safety
    B. high need for esteem
    C. low need for power
    D. high need for affiliation

16. Referring to reinforcement theory, Shuyee told her sales assistants to remember this: _____.
    A. "What gets measured gets monitored"
    B. "What gets rewarded gets repeated"
    C. "No good deed goes unpunished"
    D. "Whatever can go wrong, will be unpunished"

17. _____ refers to the number of different tasks required in a job and the frequency with which those tasks are repeated.
    A. Job scope
    B. Job depth
    C. Job significant
    D. Job enrichment

18. In the five core job dimension job characteristics model (JCM), _____ refers to the degree to which a job requires completion of a whole and identifiable piece of work.
    A. autonomy
    B. K-strategy
    C. task significant
    D. task identity

Continued...

19. _____ justice is the perceived fairness of the amount and allocation of rewards among individuals.
    A. Distributive
    B. Procedural
    C. Process
    D. Retributive

20. In the expectancy theory, _____ is the degree to which the individual believes that performing at a particular level is instrumental in attaining the desired outcome.
    A. target-performance linkage
    B. self confidence
    C. performance-reward linkage
    D. expectancy

21. _____ is a personal attention and expressing interest, approval, and appreciation for a job well done.
    A. Pay-for-performance
    B. Employee recognition program
    C. Open-book management
    D. I-Change model

22. Persons who are able to influence others and who possess managerial authority are termed _____.
    A. managers
    B. leaders
    C. assistants
    D. entrepreneurs

23. A new appointed corporate and communication manger had discussed his experience in the industry and his education. Joey thought that the manager would do a great job by focusing his presentable physical appearance and coupled with his good debating skills. Joey realised that she had been judging the new manager in a manner consistent with the _____ theories of leadership.
    A. trait
    B. contingency
    C. reinforcement
    D. situational

24. Which one of the following describes the leadership style in which the leader generally gives the group complete freedom to make decisions and complete the work in whatever way it sees fit?
    A. Delegative style.
    B. Facilitative style.
    C. Democratic style.
    D. Laissez-faire style.

Continued...

25. Fiedler's term _____ refers to the degree of influence a leader has over power-based activities such as hiring and firing.
A. responsibility
B. position power
C. task structure
D. leader-member relations

26. Valar encourages his subordinates to work hard to achieve monthly target, and he always build a good relationship with his employees and knows each of their families. In Fiedler's contingency model Valar would classify as _____ oriented.
A. consideration
B. production
C. task
D. relationship

27. Which leadership theory asserts that a leader's job is to assist followers in attaining their goals and to ensure that their goals are compatible with the goals of the group or organisation?
A. Leader-Member Exchange.
B. Leader Participation Model.
C. Fiedler's Theory.
D. Path-Goal Theory.

28. Husna receives more attention and higher performance rating from her supervisor than some of her coworkers. Since she feels "special," she puts more effort into her performance and scores higher on her evaluations. According to LMX theory, Husna is a _____.
A. task-oriented employee
B. member of the in-group
C. protégé of her supervisor
D. high achiever

29. Cheng Honn generally lets subordinates know what's expected of them, schedules work to be done, and gives specific guidance on how to accomplish tasks. He would be termed a(n) _____ leader.
A. autocratic
B. situational
C. high structure
D. directive

Continued...

30. Diyau's colleagues and subordinates have a very high respect for her. They know that no one can get high-quality work done the way Diyau can. She inspires her team to excel in their work, even exceeding their own expectations. Which one of the following best describes Diyau's leadership style?
    A. Visionary
    B. Charismatic
    C. Transactional
    D. Transformational

31. _____ leadership is the ability to create and articulate a realistic, credible, and attractive vision of the future for an organisation that improves on the present.
    A. Visionary
    B. Charismatic
    C. Authentic
    D. Transformational

32. Kah Wei is the person employees go to when information of a subject matter was needed. Kah Wei holds _____ power.
    A. legitimate
    B. coercive
    C. reward
    D. expert

33. For communication to be successful, meaning must be imparted and _____.
    A. feedback must be sent back to the receiver
    B. acknowledged by the sender
    C. received by the other person
    D. understood by the receiver

34. Darren always tells his subordinates that he has confidence on them in performing difficult projects. Darren is using communication to _____.
    A. manipulate
    B. motivate
    C. reward
    D. control

35. During the communication process, the message is converted to a symbolic form. This process is called _____.
    A. decoding
    B. encoding
    C. feedback
    D. noise

Continued...

36. A(n) _____ occurs when the amount of data provided exceeds the recipient's processing capacity.
A. perceptual barrier
B. information overload
C. filtering
D. physical barrier

37. Which one of the following is a way for managers to overcome the barriers to communication?
A. Feedback.
B. Decoding.
C. Encoding.
D. Filtering.

38. Downward communication is used _____.
A. by employees to give managers progress reports
B. to coordinate and evaluate employees by managers
C. between employees at the same organisational level
D. between people of different departments and organisational levels

39. When Zalora was a small company, information flowed freely from the sales force to all areas of the home office. This most closely represents the _____.
A. wheel network
B. chain network
C. all-channel network
D. informal network

40. A(n) _____ is a location where internet users can gain wireless access to the Internet.
A. extranet
B. LAN
C. intranet
D. Wi-Fi hot spot

(Total: 40 Marks)

Continued...

SECTION B: Structured Questions (60 Marks)

QUESTION 1

(a) Define change. (2 marks)

(b) List and explain any **FOUR (4)** forces of change in an organisation. (8 marks)

> Stress is the adverse reaction people have to excessive pressure placed on them from extraordinary demands, constraints, or opportunities.

Statement 1

(c) Identify any **FOUR (4)** ways of managing stress. (4 marks)

(Total: 14 Marks)

QUESTION 2

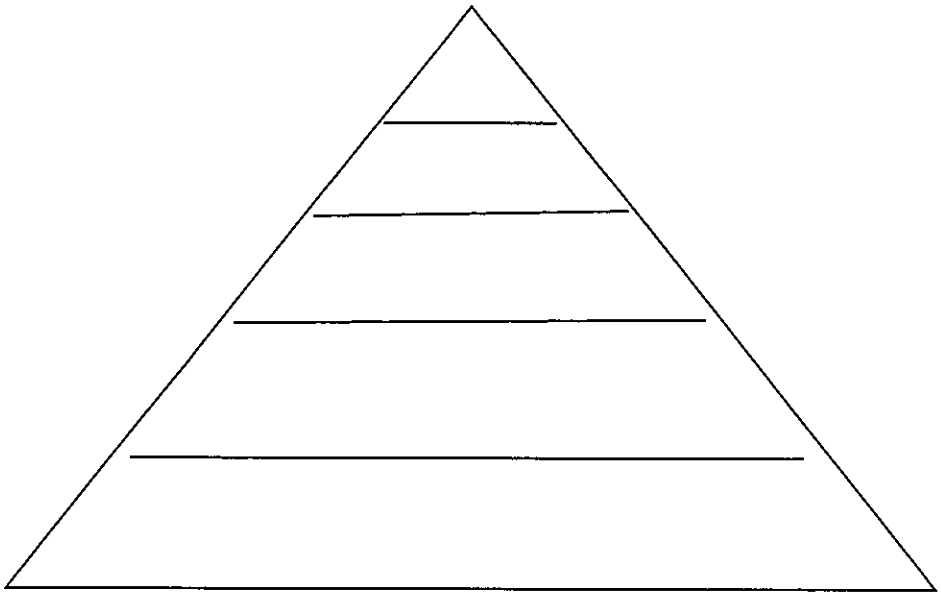

Figure 1: Maslow's hierarchy of needs

(a) Draw the Figure 1 and label each level of Maslow's hierarchy of needs. Provide examples for each need. (15 Marks)

(b) State **THREE (3)** ways to motivate contingent workers in an organisation. (3 Marks)

(Total: 18 Marks)

Continued...

QUESTION 3

(a) List and explain **FOUR (4)** leadership styles of Situational Leadership Theory (SLT).

(12 Marks)

(b) List and briefly explain **TWO (2)** tips to become an effective leader in an organisation.

(4 Marks)

(Total: 16 Marks)

QUESTION 4

(a) Differentiate between formal and informal communication within an organisation. Provide an example for each of it. (4 Marks)

(b) State and discuss any **FOUR (4)** areas where managers can improve their communication skills. (8 Marks)

(Total: 12 Marks)

End of Paper